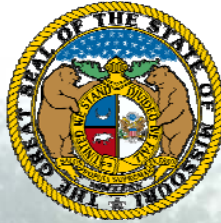# STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PERSONNEL

Division Overview

The Personnel Advisory Board

Workforce Analysis and Statistics

Employee Data by County

Planning and Projections

Events and Achievements

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PERforM: The New Online Employee Planning and Appraisal Process

2008
ANNUAL
Report

Chester L. White, Director

STATE OF MISSOURI
OFFICE OF ADMINISTRATION

DIVISION OF PERSONNEL

FY2008
ANNUAL REPORT

—————————

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Cover Photo: Courtesy of Stephen Brooks

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Chester L. White
Director

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Dear Colleagues,

Fiscal Year 2008 provided continuous opportunities for Division of Personnel staff to serve our agency stakeholders in their efforts to select, compensate and develop Missouri state government employees.

One of the highlights and far reaching projects of the Division this past year was the continued implementation of Productivity, Excellence and Results for Missouri (PERforM), the State of Missouri's first online employee planning and appraisal process. Throughout the year, Division staff created and delivered training on this new system, provided support and consultation to agency users; and worked diligently to ensure that the first annual appraisal rating period was successful. Additionally, Division staff explored with our agency partners better ways to update exam components for specific job classifications to make them current and relevant to agency needs.

To accomplish all of our goals, we relied on the continuous feedback and support from our agency stakeholders to mutually identify and eliminate barriers to the effective resolution of HR issues; find the right mix of centralized and decentralized authority; and build a support system that helps each agency accomplish their mission.

The following pages of this report highlight some of our accomplishments during this past fiscal year. It also provides information on workforce demographics, pay data, turnover rates, labor relations, professional development and recognition programs. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision-making.

I would like to thank each Division of Personnel "champion" for their hard work this past year. As we move forward, I encourage them to continuously improve, efficiently serve and responsively meet the HR management needs of our Missouri workforce.

Sincerely,

Chester L. White,
Director

C ONTENTS

MISSOURI STATE GOVERNMENT

Missouri Citizens

The Legislative Branch

The **Senate** has 34 members, elected for four-year terms.

The **House of Representatives** has 163 members, elected during each general election for a two-year term.

The Executive Branch

Governor
Lieutenant Governor
Secretary of State
State Auditor
State Treasurer
Attorney General
And…
16 Executive Branch Agencies

The Judicial Branch

The **Supreme Court**, the state's highest court holds statewide jurisdiction;

The **Court of Appeals**, districts established by the General Assembly; and

Circuit Courts have original jurisdiction over all cases and matters, civil and criminal.

Employees in Executive Branch agencies equal approximately 91% of the total number of state workers.

The Division of Personnel, a division of the Office of Administration provides consultation and expertise in personnel management to all Executive Branch agencies.

Missouri Revised Statutes
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, the State Personnel Law identifies the state agencies that are in the Merit System.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Nearly 35,000 state employees, in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

Totally Merit & Uniform Classification and Pay (UCP)*

Office of Administration

Department of Corrections

Department of Health & Senior Services

Department of Mental Health

Department of Natural Resources

Department of Social Services

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)

Department of Conservation

Department of Elementary and Secondary Education (to be partially UCP)

Department of Higher Education (UCP)

Department of Insurance (UCP)

Department of Revenue (UCP)

Department of Transportation

Partially Merit & UCP

Department of Economic Development

Department of Labor and Industrial Relations

Department of Public Safety

*UCP agencies are furthered defined on page 24

The Personnel Advisory Board

Personnel Advisory Board
Truman State Office Bldg.
301 W. High Street
Suite 430
Jefferson City, MO 65101
Telephone: (573) 751-4576
FAX: (573) 522-8462

Board Members

Angel McCormick Franks
Director of Office of Supplier
and Workforce Diversity
Chair

Anne Gardner
Vice Chair

Paul Bloch
Member

Karen Ferguson
Member

Duncan Kincheloe
Member

Ken McClure
Member

Vacant
Member

Each member's appointment
is for a term of six years
and/or until each member's
successor is appointed and
qualified.

Dear Colleagues,

Within the Office of Administration, the State Personnel Law (Chapter 36 RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the Governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is an executive in state government and one is a non-management state employee. The seventh member is the person designated as the Director of the Office of Supplier and Workforce Diversity.

The Board conducts hearings of appeals on dismissals and other disciplinary actions and has broad rulemaking authority in various areas of human resource administration. Responsibilities also include advising the Division of Personnel on the administration of the Missouri Merit System, meeting with appointing authorities regarding personnel management needs, approving changes to classification and pay plans and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Director of Personnel serves as the Secretary to the Board and provides staff and logistical support to the Board when necessary.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, and suspended without pay for more than five working days;
- Non-merit agency employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and
- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo 2007.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include the Director's decision to deny an employee's application to take an examination, an applicant's claim of unfair treatment in the examination process, or removal from a register.

During FY09, the Board will continue to function in a manner consistent with State Personnel Law, fulfilling its commitment to fairness and equality in human resource management.

Sincerely,

Angel McCormick Franks,
Personnel Advisory Board Chair

Personnel Advisory Board

BENCHMARKS AND MEASURES

The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of the final decision.
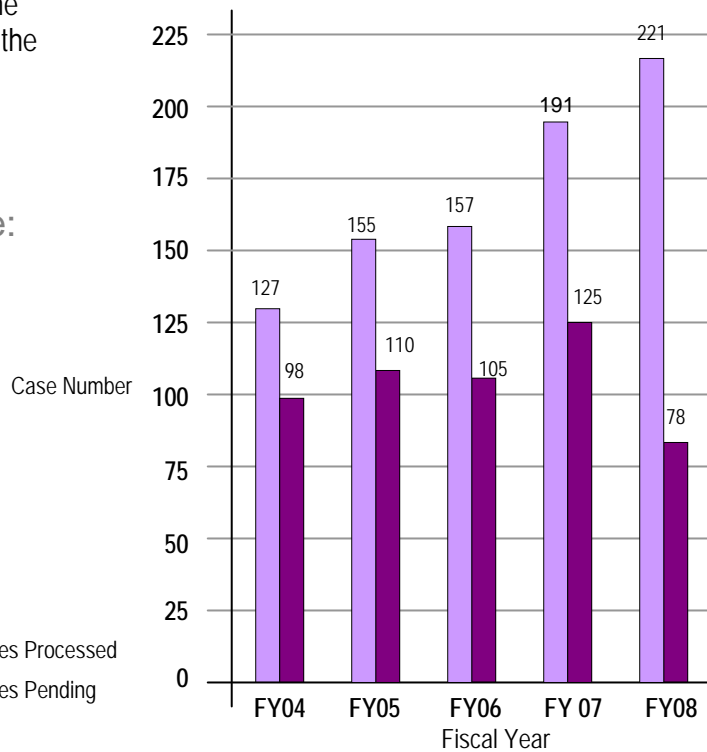
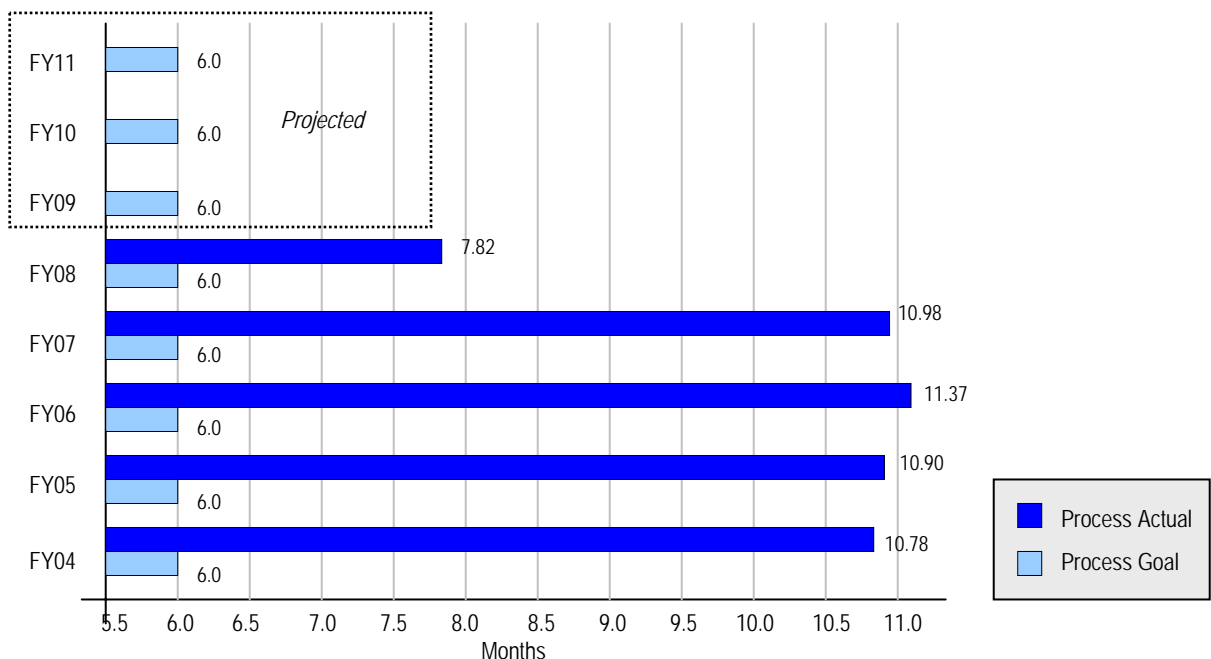## FY 08 Statistics:

Average time to process a case: 7.82 months

221 cases processed

78 appeals pending

Personnel Advisory Board Caseload

Personnel Advisory Board Case Processing Time

Division of Personnel Overview

MISSION

The Division of Personnel provides leadership, assistance, guidance, training and consultation to agency managers, employees and applicants in the areas of selections, classification, employee relations, employee development and compensation. By responding to the needs of stakeholders and providing policies and practices that are equitable and progressive, we contribute to the continuous improvement of human resource management functions that provide the state with a diverse, effective, efficient, and competitive workforce.

VALUES

Responsiveness: We strive to understand the needs of those with whom we interact and provide timely, professional and courteous service to all stakeholders.

Knowledge: We encourage and support learning and the development of the skills and attributes that are essential to the delivery of human resources management services.

Accountability: We are responsible to our stakeholders for determining priorities, developing policies and improving procedures to ensure the quality of the services we deliver.

Diversity: We value, support, respect and encourage diversity within our state's workforce.

Integrity: We uphold fairness, ethics and objectivity in the application of the laws and practices governing human resources administration in state government.

Cooperation: We form alliances, partnerships and cooperative ventures with agencies to develop, implement and promote sound human resource management practices and services in state government.

FUNCTIONAL ORGANIZATION CHART

DIRECTOR

Administrative Support

FISCAL & ADM. MANAGER

2 FTE

- Purchase & Supply
- Fiscal & Personnel Transactions
- Budget Preparation

Employee Services Section

HUMAN RESOURCES MANAGER

28 FTE

- Evaluates New and Existing Positions within the UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops, Updates and Administers Merit System Examinations

Pay, Leave & Reporting Section

HUMAN RESOURCES MANAGER

21 FTE

- Maintains Registers of Qualified Applicants for Merit System Agencies
- Audits/Approves Transactions from UCP Agencies through SAM II HR
- Administers Rules on Pay, Leave, Hours of Work, Overtime, Certification, Removal from Registers, Transfers, Political Activity, Conflicting Employment and Layoff
- Maintains the UCP System Pay Plan
- Maintains HR Related Tables in the SAM II HR/Payroll System, MAIRS and EASe
- Develops and Executes Statewide Labor Relations Policies, Objectives and Strategies
- Develops and Delivers Management and Supervisory Training Programs
- Administers Statewide Performance Appraisal System (PERforM)
- Administers Statewide Recognition Programs

Accomplishments

Division of Personnel accomplishments were numerous during Fiscal Year 2008. Those listed in this report reflect a sampling of the diverse breadth and scope of services provided by dedicated staff.

☐ Processed 60,590 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time

☐ Issued 10,244 Certificates of Eligibles (trial and official) providing 328,267 names of applicants to agencies on a timely basis

☐ Provided guidelines to state agencies to ensure a successful implementation of 2008 Pay Plan implementation effective July 1, 2007

☐ Completed negotiations for and implemented 1 new labor agreement – and maintained other labor agreements to ensure the state can effectively manage its operations and workforce while upholding the legal rights of employees and the labor organizations who represent them

☐ Maintained electronic and paper merit application processes allowing 41,335 job applicants to apply for 173,957 job classifications

☐ Reviewed and allocated 1,236 new positions for merit agencies

☐ Processed 18,967 additions to merit registers via written, or written and E&E (education and experience) merit exams

☐ Added 76,183 names to merit registers via exams with a 100% E&E component

☐ Offered 140 management and supervisory training sessions attended by 3,587 participants

☐ Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them

☐ Collected and processed 254 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program

☐ Coordinated twelve State Employee of the Month ceremonies

☐ Coordinated State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions and allowing state agencies to reach out and inform the public of the services they provide

☐ Administered the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams

"IN PROPORTION AS THE STRUCTURE OF A GOVERNMENT GIVES FORCE TO PUBLIC OPINION IT IS ESSENTIAL THAT PUBLIC OPINION SHOULD BE ENLIGHTENED."

GEORGE WASHINGTON

U P D A T E:

PER*for*M

While performance appraisals are not new to the State of Missouri, developing a system that was innovative and utilized current technology was brought to the forefront during FY08 by the Director of the Division of Personnel (DOP). This renewed interest in the appraisal process inspired *Productivity, Excellence and Results for Missouri* (PER*for*M), a web-based appraisal system which allows standardized statistical reporting of state employee performance ratings.

On July 11, 2007, Governor Blunt issued Executive Order 07-21 requiring Uniform Classification and Pay (UCP) system agencies to evaluate the performance of all employees pursuant to the procedures of the Division of Personnel (DOP) and to record these evaluations in PER*for*M. By the end of FY08, PER*for*M had approximately 7,300 registered users.

Early in the fiscal year, DOP staff began to work with the Information Technology Services Division (ITSD) to develop reports that are accessible from the on-line system. These reports were introduced in the fall of 2007 and have consistently proven to be critical in assisting and managing the progress of staff during the various stages of the appraisal process.

Training continued to be another important aspect to the successful implementation of PER*for*M. Between July 2007 and June 2008, the DOP provided train-the-trainer sessions and customizable training programs for the purpose of aiding state agencies in their transition to the new appraisal system. To further assist agency trainers, a simulated training environment was introduced in February 2008. This environment allows trainers to demonstrate actual steps that occur during the appraisal process.

The DOP also presented numerous open enrollment training programs on PER*for*M to new supervisors and managers. These programs focused on system navigation, as well as the "human element" of the appraisal cycle – the one-on-one process of establishing performance objectives, observing and providing feedback, and objectively determining and communicating performance ratings.

The first annual appraisals using PER*for*M were created and communicated to employees during January 1, 2008 through March 31, 2008. These appraisals evaluated the performance of state employees from July 1, 2007 through December 31, 2007.

The first rating period using PER*for*M was generally considered to be a trial period allowing users to become familiar with navigation of the system. Overall, the system was effectively operated by the majority of users. UCP agencies completed 30,226 annual appraisals with the 2007 statewide distribution of appraisal ratings as follows:

Needs Improvement – 311 (1.03%)

Successful – 24,467 (80.95%)

Outstanding – 5,039 (16.67%)

Exceptional – 409 (1.35%)

Throughout the appraisal and rating period, the DOP received feedback about future enhancements to PER*for*M. In total, more than 135 comments were logged with many being similar in nature. Some suggestions were implemented quickly. Other requested modifications could not be as easily applied. A project plan was prepared to address other modifications and an enhanced system is targeted for release in early November 2008.

Additional information about PERforM, such as PERforM Guidelines, Frequently Asked Questions and training resources can be found on the DOP's PER*for*M website at **www.perform.mo.gov**. Through this website, state employees can also subscribe to PER*for*M News which is a Listserv group created by the DOP to send email notifications of system updates and other informational announcements to PER*for*M users. In addition, the website contains a <u>Contact Us</u> link which allows users/agency representatives to ask DOP staff questions about the system, and seek clarification on PER*for*M Guidelines. More than 300 questions were submitted through this method during the first year of operation.

PER*for*M Components

All state employees, regardless of job classification, will be rated on 5 specific job components.

1. Knowledge of Work

2. Quality of Work

3. Situational Responsiveness

4. Initiative

5. Dependability

Supervisors/Managers:

In addition to the 5 components listed above, individuals designated as supervisors by their agency that have performance appraisal responsibility for one or more employees are also evaluated on 3 additional components:

1. Performance Planning and Documentation

2. Leadership

3. Management Skills

U P D A T E:

The State of Missouri's
Electronic Application System

EAS*e*

During FY08, the State of Missouri's Electronic Application System (EASe), continued to speed up the application process for job applicants while improving access and cutting costs to state government.

As a result of using EASe, qualified applicants were added to merit registers immediately upon submitting their application and related information. State agencies benefited from the online application because they were provided more applicants more quickly; and agency personnel staff were able to view applications at their computers and correspond with applicants using e-mail. While the Division of Personnel (DOP) continues to administer a small number of written merit exams on the same schedule used in the past, scheduling and exam results are sent to applicants electronically to significantly reduce the cost of postage.

How does EASe work?

Applying through EASe is very similar to applying with a paper application, but is a faster process with all of the required applicant information securely maintained. To use EASe, applicants must have an email address and access to a personal computer. To get started, the applicant provides important information about their work history, education, licenses and certificates and veterans preference. Then the applicant selects the job class for which they are interested from postings on the DOP web site and answers a series of questions designed to determine their eligibility for the job class. If qualified, and depending on the job class applied for, the applicant is presented with more questions from which a rating score of their relevant education and work experience is determined.

When applying for a job class requiring a rating of education and experience, EASe applicants are added to registers almost immediately upon completing the electronic application.

As with any system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at www.ease.mo.gov.

FY08 Statistics

□ 98% of all applicants (40,498) applied for merit jobs through EASe

□ 30,425 applicants registered with EASe in FY08 bringing the total number of registered users to 111,791

□ During FY08, 64 additional job classifications were converted to EASe

□ In total, exams for 380 job classifications (50% of all merit exams) were available through EASe

□ EASe applicants applied for an average of 4 job classifications

□ In total, EASe applicants applied for 170,052 job classifications

Distribution of Resources

The Division of Personnel believes in the value and effectiveness of the programs and services each of our sections provides in relation to the monetary cost of delivering the product or service.

FTE by Function

Training & Development

Administrative Support

Audit/Approval of Transactions

SAMII HR/Payroll, MAIRS, EASe & Reporting, Pay, Leave, Reporting & Labor Relations

Maintenance of Registers

Employee Services - Selection & Classification

- 6
- 3
- 5
- 7
- 5
- 29
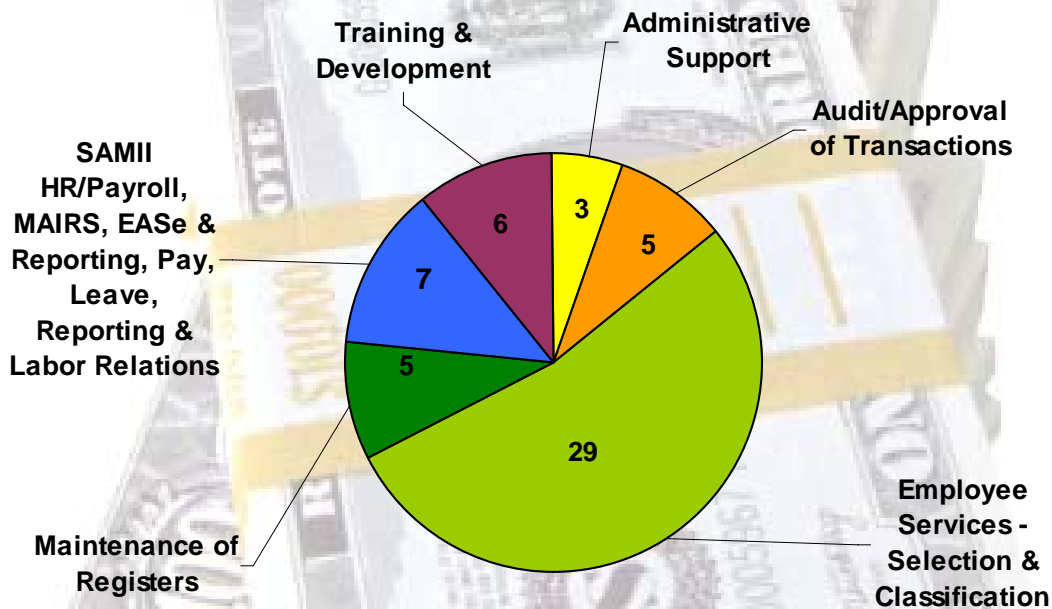
Personal Services Budget by Function

- $188,181
- $72,094
- $147,474
- $269,645
- $142,422
- $1,077,877

Legend:
- Administrative Support
- Audit/Approval of Transactions
- Employee Services – Selection & Classification
- Maintenance of Registers
- SAM II HR/Payroll, MAIRS, EASe and Reporting, Pay, Leave, Reporting and Labor Relations
- Training and Development

12
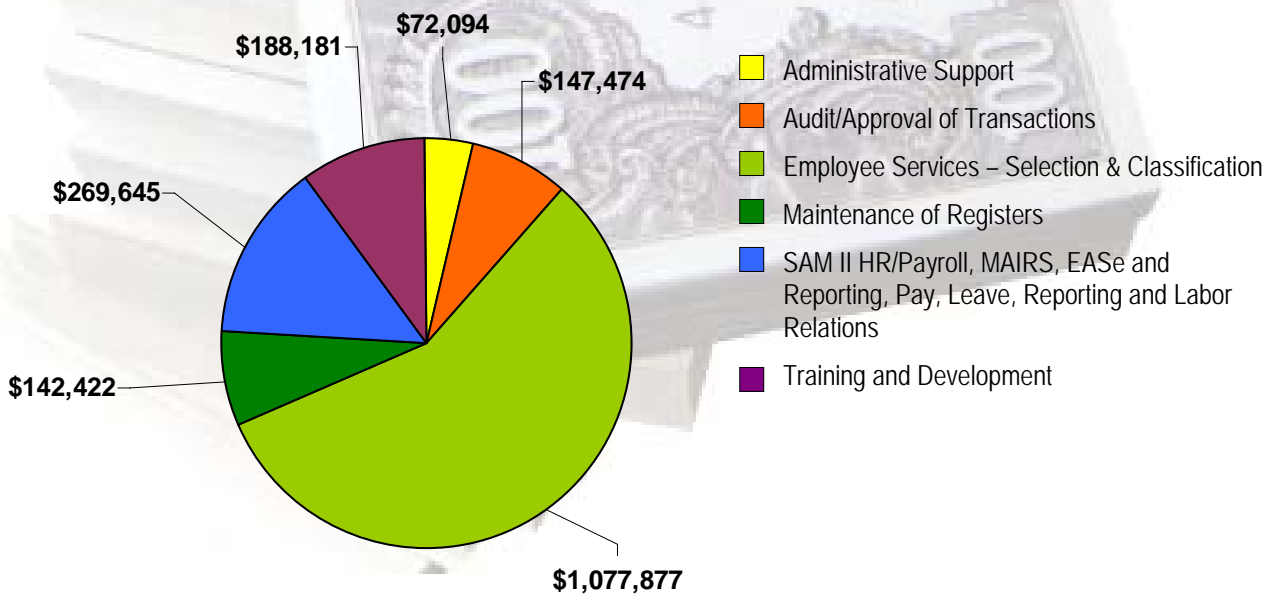
Applicant Characteristic Survey Results

As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.

28%	26%	46%	78%	64%
Possessed a Bachelor's degree	Possessed a high school diploma or a GED	Between the ages of 25 – 39	White	Female
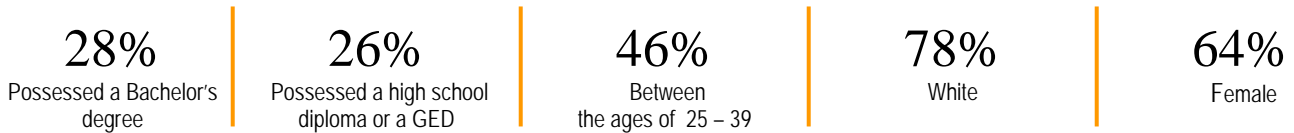
Number of Applicants by Age Range

Age Range	Number	Percent
16-24	6450	16%
25-29	7323	18%
30-39	11008	28%
40-49	8803	22%
50-59	5533	14%
60 or more years	855	2%
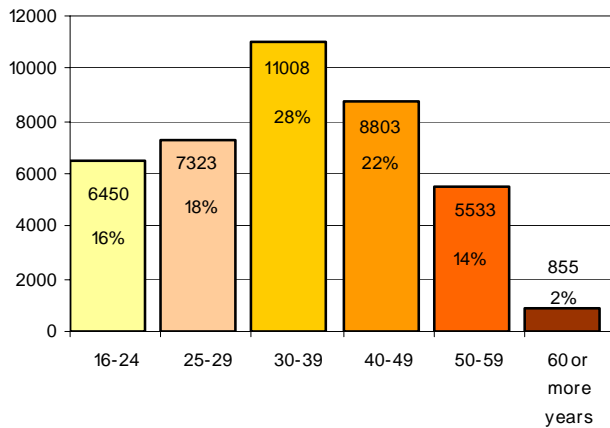
Number of Applicants by Gender

Gender	Number	Percent
Female	25,446	64%
Male	14,335	36%
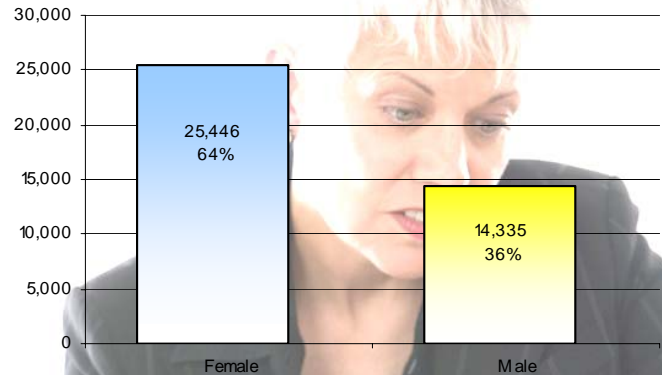
Ethnicity of Applicants

Ethnicity	Percent
Other	4%
African American	18%
White	78%

Data based on the following FY07 applicants who submitted the optional Applicant Characteristic Survey:

Age Range – 38,727
Gender – 38,522 (205 applicants did not indicate male or female)
Ethnicity – 38,727
Education Level – 38,727
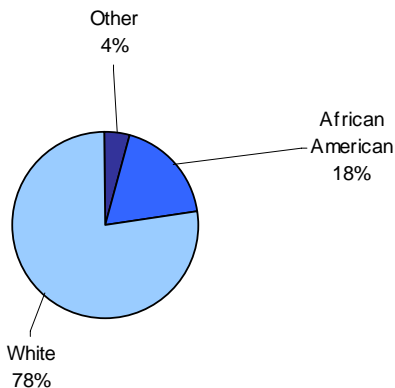
Number of Applicants by Education Level

Education Level	Number	Percent
Does not have HS Diploma or GED	660	2%
Has HS Diploma or GED	10,281	26%
Post HS training including college courses	14,427	36%
B.A., or B.S., or comparable bachelor's degree	11,294	28%
Masters degree or higher	3,310	8%

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Adair	NA	197	170	101	392	266	14
Andrew	St. Joseph	298	53	125	420	252	14
Atchison	NA	56	27	16	60	35	2
Audrain	NA	656	758	441	1,705	1.023	61
Barry	NA	158	124	96	408	211	4
Barton	NA	154	51	43	217	174	3
Bates	Kansas City	125	86	72	215	104	12
Benton	NA	134	55	70	182	110	4
Bollinger	NA	103	35	53	213	142	10
Boone	Columbia	2,193	844	1,514	6,956	4,677	165
Buchanan	St. Joseph	1,253	1,676	1,031	3,777	2,207	141
Butler	NA	521	724	445	1,804	1.071	40
Caldwell	Kansas City	256	29	179	685	420	36
Callaway	Jefferson City	2,937	2,082	1,436	6,755	4,289	202
Camden	NA	272	180	260	1,274	780	25
Cape Girardeau	NA	740	756	512	2,339	1,427	54

Legend:

Reside: Number of employees by county of residence as listed in the SAM II HR Payroll System.

Work: Number of employees with work locations assigned to this county as of June 30, 2008.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2007 and June 30, 2008.

Classes: Number of total job classes for which applicants residing in each county applied. Applications are "active" for six months, during which time applicants can add classes to an application. This data includes those additions.

Register Additions: Number of residents who submitted an application between July 1, 2007 and June 30, 2008. Register types include Reinstatement, Open, Promotional, Reemployment and Transfer.

Received Appointments: Number of residents who received an appointment to a Merit System position between July 1, 2007 and June 30, 2008.

Metropolitan Statistical Area (MSA): Counties included in an MSA are part of an urbanized area typically consisting of at least 50,000 persons. Based on 2002 population estimates, 71% of Missouri residents live in MSAs. Missouri has seven (7) MSAs comprised of 33 counties:

Columbia: Boone, Howard

Jefferson City: Callaway, Cole, Moniteau, Osage

Joplin: Jasper, Newton

Kansas City: Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray

Springfield: Christian, Dallas, Greene, Polk, Webster

St. Joseph: Andrew, Buchanan, DeKalb

St. Louis: Franklin, Jefferson, Lincoln, St. Charles, St. Louis County, Warren, Washington, St. Louis City

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Carroll	NA	137	35	138	463	261	7
Carter	NA	97	39	37	183	123	7
Cass	Kansas City	277	166	204	798	463	22
Cedar	NA	150	106	54	202	128	4
Chariton	NA	91	28	55	175	98	8
Christian	Springfield	406	138	302	1,168	692	42
Clark	NA	42	30	13	56	30	2
Clay	Kansas City	618	419	235	796	514	30
Clinton	Kansas City	358	1,234	345	1,131	660	63
Cole	Jefferson City	7,396	15,025	3,331	17,786	11,662	431
Cooper	NA	332	402	267	1,230	759	47
Crawford	NA	215	101	118	501	271	8
Dade	NA	54	24	19	65	37	2
Dallas	Springfield	113	65	59	229	124	4
Daviess	NA	237	30	173	608	348	21
DeKalb	St. Joseph	302	81	138	471	316	22
Dent	NA	218	65	144	549	303	22
Douglas	NA	102	41	66	351	201	5
Dunklin	NA	240	201	326	1,427	779	31
Franklin	St. Louis	564	269	493	1,956	1,098	63
Gasconade	NA	164	35	130	575	360	14
Gentry	NA	108	55	66	203	138	11
Greene	Springfield	1,313	1,734	1,271	6,233	4,123	117
Grundy	NA	127	57	168	555	305	18
Harrison	NA	145	39	67	249	143	5
Henry	NA	167	100	103	362	247	4
Hickory	NA	56	31	27	88	47	1
Holt	NA	84	31	29	124	72	3
Howard	Columbia	155	30	116	561	336	19
Howell	NA	383	444	207	872	528	18
Iron	NA	230	30	141	578	378	20
Jackson	Kansas City	2,803	3,642	2,872	10,595	5,961	284
Jasper	Joplin	581	635	482	2,097	1,299	64
Jefferson	St. Louis	875	486	757	2,692	1,583	53
Johnson	NA	478	391	281	1,131	715	33

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	44	25	11	25	22	2
Laclede	NA	217	163	183	719	449	16
Lafayette	Kansas City	610	614	220	795	525	26
Lawrence	NA	356	365	155	687	451	24
Lewis	NA	59	38	30	130	91	4
Lincoln	St. Louis	244	175	179	489	257	23
Linn	NA	277	67	242	1.003	551	31
Livingston	NA	368	348	454	2,010	1,264	42
McDonald	NA	59	58	36	116	61	0
Macon	NA	387	418	133	440	302	21
Madison	NA	312	35	252	1,064	632	44
Maries	NA	295	27	131	437	280	23
Marion	NA	395	382	268	993	633	36
Mercer	NA	27	22	34	135	73	4
Miller	NA	641	90	369	1,686	1,028	59
Mississippi	NA	233	517	181	733	434	21
Moniteau	Jefferson City	780	371	450	2,387	1,477	74
Monroe	NA	162	42	93	330	202	17
Montgomery	NA	220	129	142	462	271	24
Morgan	NA	283	43	205	922	592	26
New Madrid	NA	178	123	175	662	325	12
Newton	Joplin	256	137	125	410	221	16
Nodaway	NA	245	299	217	775	421	33
Oregon	NA	69	39	48	187	122	7
Osage	Jefferson City	968	29	386	1,611	1,020	57
Ozark	NA	55	31	14	68	23	0
Pemiscot	NA	123	130	112	336	228	6
Perry	NA	100	41	74	180	227	5
Pettis	NA	337	213	258	1,163	720	21
Phelps	NA	527	640	420	1,540	995	53
Pike	NA	469	624	299	1,049	606	67
Platte	Kansas City	215	100	45	150	81	6
Polk	Springfield	150	89	86	498	277	7
Pulaski	NA	301	82	312	1,453	838	35
Putnam	NA	38	20	11	59	16	2

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	221	20	117	389	269	34
Randolph	NA	404	569	370	1,321	761	59
Ray	Kansas City	128	63	82	374	236	14
Reynolds	NA	65	42	52	172	104	8
Ripley	NA	108	58	71	414	246	6
St. Charles	St. Louis	859	670	806	3,053	1,961	65
St. Clair	NA	61	40	20	62	29	2
Ste. Genevieve	NA	150	42	83	357	250	9
St. Francois	NA	1,961	2,469	1,439	6,467	3,890	198
St. Louis Co.	St. Louis	4,195	4,201	1,105	5,346	3,087	85
Saline	NA	863	830	354	1,713	1,088	55
Schuyler	NA	45	22	7	21	12	1
Scotland	NA	48	49	20	71	58	1
Scott	NA	619	531	470	2,280	1,322	57
Shannon	NA	113	34	69	285	170	3
Shelby	NA	93	33	37	178	99	5
Stoddard	NA	341	123	291	1,263	724	31
Stone	NA	106	51	77	294	175	11
Sullivan	NA	35	33	35	129	59	5
Taney	NA	160	163	132	481	258	13
Texas	NA	472	552	370	1,657	943	63
Vernon	NA	382	412	118	351	249	16
Warren	St. Louis	107	73	92	312	174	10
Washington	St. Louis	400	477	371	1,460	802	50
Wayne	NA	179	71	106	384	234	12
Webster	Springfield	264	237	190	949	585	10
Worth	NA	43	19	30	83	56	7
Wright	NA	178	74	97	494	281	11
St. Louis City	St. Louis	2,291	3,560	5,311	23,061	12,756	398
State Sub Total		54,587	55,933	38,300	163,765	98,883	4,375
Unknown		163	2	2,822	9,201	5,730	0
Out of State		1,207	22	213	991	620	26
Total		55,957	55,957	41,335	173,957	105,233	4,401

Number of Missouri State Employees: A Comparison between FY07 and FY08

Classified employees are those whose duties, responsibilities, qualifications and job titles are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.

*Data is for employees listed as >=50% and permanent in the SAM II HR Payroll System

Elected Officials and Non-UCP Agencies*

Agency	FY 07 Count	FY 08 Count	Loss/Gain
Legislature	578	581	3
Judiciary	3,336	3,385	49
Public Defender	552	554	2
Governor	31	27	- 4
Lt. Governor	7	5	- 2
Secretary of State	251	260	9
State Auditor	124	123	- 1
State Treasurer	50	50	0
Attorney General	412	406	- 6
Conservation	1,539	1,529	- 10
Elem & Sec Education**	1,868	1,884	16
Transportation	6,332	6,286	- 46
TOTAL	15,080	15,090	10

UCP Agencies	Classified				Unclassified				FY 08 Totals*	
	FY07	FY08	FY08 %	Loss or Gain	FY07	FY08	FY08%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,746	1,789	93.8%	43	142	111	5.8%	- 31	1,907	12
Agriculture	251	252	90.0%	1	20	28	10.0%	8	280	8
Insurance	288	281	58.3%	- 7	205	200	41.5%	- 5	482	- 12
Economic Dev.	894	842	89.5%	- 52	99	98	10.4%	- 1	941	- 53
Higher Education**	0	0	0.0%	0	66	70	100.0%	4	70	4
Health & Sr. Serv	1,651	1,682	96.8%	31	51	52	3.0%	1	1,738	33
Labor & Ind. Rel.	739	641	87.6%	- 98	88	90	12.3%	2	732	- 99
Mental Health	7,538	7,524	96.7%	- 14	218	225	2.9%	7	7,779	- 16
Natural Resources	1,558	1,567	95.9%	9	64	62	3.8%	- 2	1,634	9
Public Safety**	2,251	2,304	48.4%	53	2,285	2,406	50.5%	121	4,764	152
Revenue	1,329	1,323	92.8%	- 6	95	91	6.4%	- 4	1,425	- 6
Social Services	8,074	8,021	98.2%	- 53	147	141	1.7%	- 6	8,171	- 62
Corrections	10,591	10,681	97.6%	90	97	99	0.9%	2	10,944	- 130
TOTALS	36,910	36,907	90.3%	- 3	3,577	3,673	9.0%	96	40,867	100

* The total count and percentages for some agencies are higher than their combined number and percentage of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

** The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.

Age

At A Glance:

The **most common age** of a state employee is 48

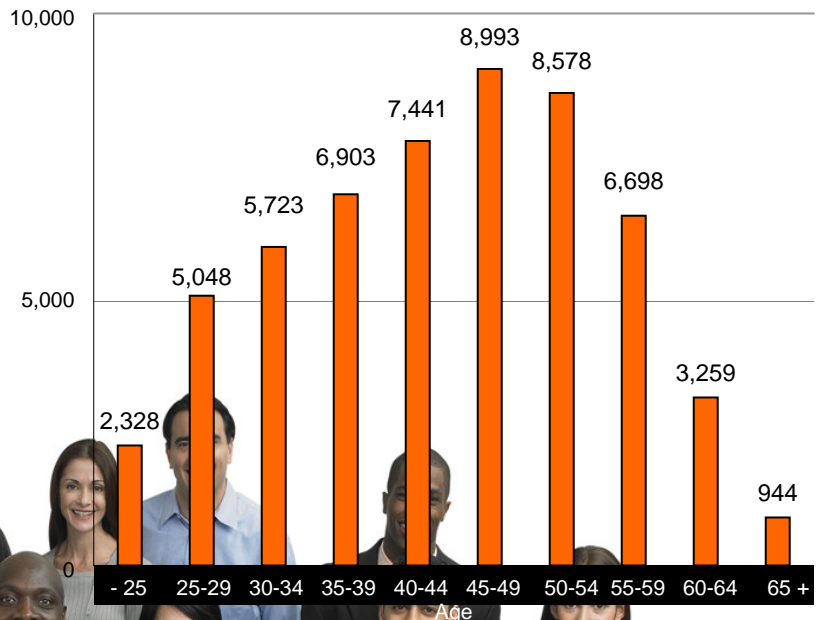2,328 state employees are under 25

20,002 state employees are under 40

35,913 state employees are over 40

944 state employees are 65 and older

The average age of a **male** or **female** state employee is **44**

Age Distribution of Missouri State Employees

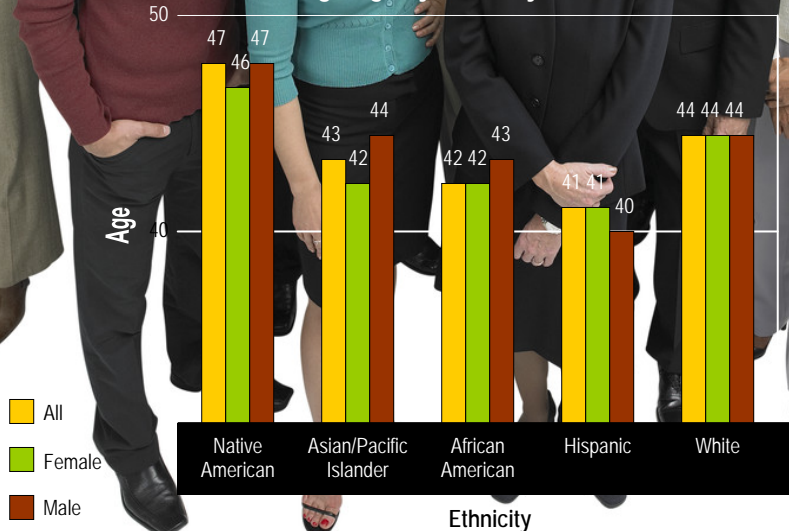| Age	Count
- 25	2,328
25-29	5,048
30-34	5,723
35-39	6,903
40-44	7,441
45-49	8,993
50-54	8,578
55-59	6,698
60-64	3,259
65 +	944

Average Age by Ethnicity

Native American = 47   Asian/Pacific Islander = 43   African American = 42   Hispanic = 41   White = 44

Average Age by Ethnicity and Gender

Ethnicity	All	Female	Male
Native American	47	46	47
Asian/Pacific Islander	43	42	44
African American	42	42	43
Hispanic	41	41	40
White	44	44	44

Data based on total employee count of 55,959.
44 employees had either an invalid or no birth date listed in the SAM II HR Payroll System

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STATE WORKFORCE DEMOGRAPHICS

Age

On average, employees begin state service when they are 34 years old.

AGENCY or OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	35	46
Judiciary	35	46
Public Defender	34	41
Governor	31	38
Lt. Governor	29	36
Secretary of State	33	43
State Auditor	28	38
State Treasurer	29	39
Attorney General	33	41
Office of Administration	32	45
Agriculture	35	48
Insurance	34	44
Conservation	31	44
Economic Development	37	48
Elem & Sec Education	35	47
Higher Education	30	37
Health & Senior Services	34	46
Transportation	31	43
Labor & Industrial Relations	33	48
Mental Health	34	43
Natural Resources	33	45
Public Safety	33	43
Revenue	31	43
Social Services	33	43
Corrections	35	44

Note: Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

Ethnicity

11.7%
African Americans

86.2%
White

1.8%
Hispanic, Asian Pacific Islander
and Native American descent

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	African American	%	Hispanic	%	White	%
Legislature	581	0	0.00%	1	0.17%	42	7.23%	1	0.17%	534	91.91%
Judiciary	3,385	3	0.09%	13	0.38%	330	9.75%	20	0.59%	2,983	88.12%
Public Defender	554	1	0.18%	4	0.72%	44	7.94%	3	0.54%	502	90.61%
Governor	27	1	3.70%	0	0.00%	1	3.70%	0	0.00%	25	92.59%
Lt. Governor	5	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	100.00%
Secretary of State	260	1	0.38%	5	1.92%	21	8.08%	3	1.15%	228	87.69%
State Auditor	123	1	0.81%	0	0.00%	11	8.94%	0	0.00%	111	90.24%
State Treasurer	50	0	0.00%	0	0.00%	3	6.00%	0	0.00%	46	92.00%
Attorney General	406	3	0.74%	1	0.25%	20	4.93%	2	0.49%	379	93.35%
Office of Adm	1,907	8	0.42%	17	0.89%	75	3.93%	6	0.31%	1,798	94.28%
Agriculture	280	1	0.36%	1	0.36%	4	1.43%	1	0.36%	272	97.14%
Insurance	482	1	0.21%	1	0.21%	22	4.56%	0	0.00%	457	94.81%
Conservation	1,529	7	0.46%	5	0.33%	44	2.88%	5	0.33%	1,464	95.75%
Economic Dev.	941	11	1.17%	11	1.17%	132	14.03%	6	0.64%	776	82.47%
Elem & Sec Edu	1,884	2	0.11%	8	0.42%	227	12.05%	8	0.42%	1,638	86.94%
Higher Education	70	0	0.00%	0	0.00%	4	5.71%	0	0.00%	66	94.29%
Health & Senior Ser	1,738	9	0.52%	19	1.09%	148	8.52%	11	0.63%	1,551	89.24%
Transportation	6,286	104	1.65%	32	0.51%	346	5.50%	56	0.89%	5,741	91.33%
Labor & Industrial Rel	732	0	0.00%	3	0.41%	65	8.88%	7	0.96%	657	89.75%
Mental Health	7,779	22	0.28%	115	1.48%	2,280	29.31%	61	0.78%	5,278	67.85%
Natural Resources	1,634	3	0.18%	16	0.98%	56	3.43%	7	0.43%	1,552	94.98%
Public Safety	4,764	25	0.52%	27	0.57%	476	9.99%	23	0.48%	4,202	88.20%
Revenue	1,425	3	0.21%	20	1.40%	64	4.49%	5	0.35%	1,326	93.05%
Social Services	8,171	32	0.39%	25	0.31%	1,443	17.66%	66	0.81%	6,587	80.61%
Corrections	10,944	26	0.24%	40	0.37%	716	6.54%	75	0.69%	10,064	91.96%
TOTALS	**55,957**	**264**	**0.5%**	**364**	**0.7%**	**6,574**	**11.7%**	**366**	**0.6%**	**48,242**	**86.2%**

* **147** employees (0.3%) have unknown ethnicity designated in the SAM II HR Payroll System.

Gender

Missouri State Workforce Demographics

Gender by Agency

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	581	299	51.5%	282	48.5%
Judiciary	3,385	2,583	76.3%	802	23.7%
Public Defender	554	316	57.0%	238	43.0%
Governor	27	15	55.6%	12	44.4%
Lt. Governor	5	2	40.0%	3	60.0%
Secretary of State	260	176	67.7%	84	32.3%
State Auditor	123	73	59.4%	50	40.6%
State Treasurer	50	34	68.0%	15	30.0%
Attorney General	406	254	62.6%	152	37.4%
Office of Administration	1,907	797	41.8%	1,110	58.2%
Agriculture	280	103	36.8%	177	63.2%
Insurance	482	290	60.2%	192	39.8%
Conservation	1,529	356	23.3%	1,171	76.6%
Economic Development	941	563	59.8%	376	40.0%
Elem & Sec Education	1,884	1,502	79.7%	382	20.3%
Higher Education	70	57	81.4%	13	18.6%
Health & Senior Services	1,738	1,397	80.4%	341	19.6%
Transportation	6,286	1,353	21.5%	4,931	78.4%
Labor & Industrial Rel	732	509	69.5%	223	30.5%
Mental Health	7,779	5,507	70.8%	2,263	29.1%
Natural Resources	1,634	659	40.3%	975	59.7%
Public Safety	4,764	2,327	48.9%	2,430	51.0%
Revenue	1,425	1,036	72.7%	389	27.3%
Social Services	8,171	6,713	82.2%	1,457	17.8%
Corrections	10,944	4,553	41.6%	6,386	58.4%
TOTALS	**55,957**	**31,417**		**24,454**	
PERCENTAGES			**56.3%**		**43.7%**

Notes:

The employee count includes full-time (>=50% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System.

29 employees had no gender data entered in the SAM II HR/Payroll System.

Length of State Service

The average length of service on:

6/30/08 was 10 years and 10 months.

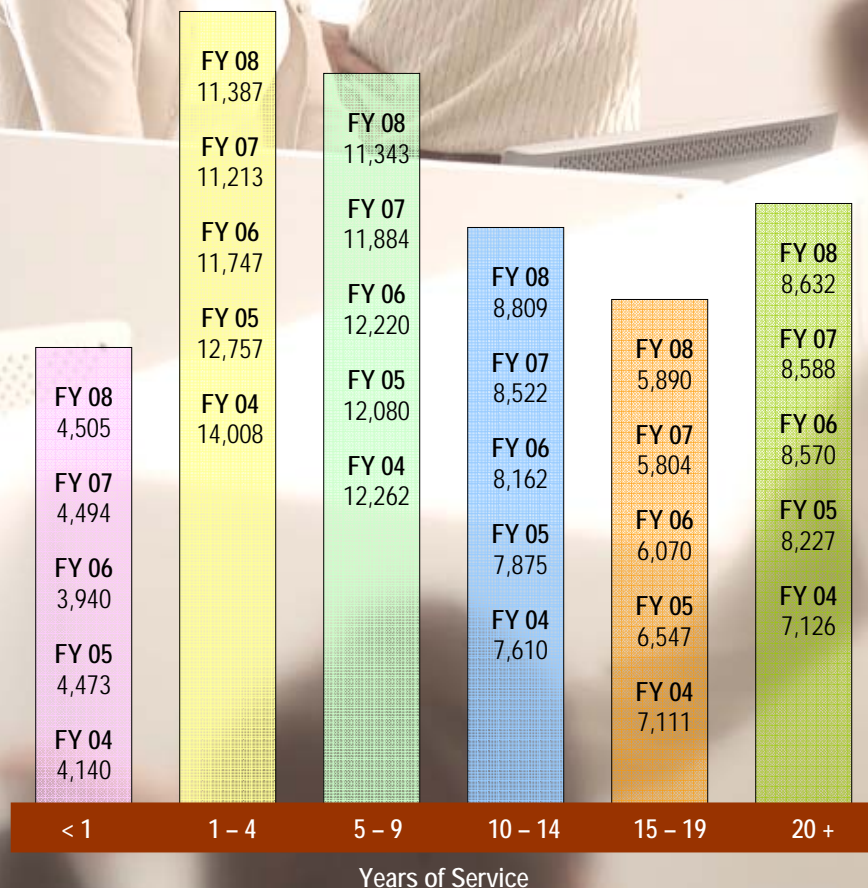**6/30/07** was 10 years and 10 months.

6/30/06 was 10 years and 9 months.

6/30/05 was 10 years and 6 months.

7/01/04 was 10 years and 2 months.

Approximately 31% of the workforce has been employed with the state less than 5 years

Comparison of Years of Service Categories for Executive Branch Agencies

Years of Service	< 1	1 – 4	5 – 9	10 – 14	15 – 19	20 +
FY 08	4,505	11,387	11,343	8,809	5,890	8,632
FY 07	4,494	11,213	11,884	8,522	5,804	8,588
FY 06	3,940	11,747	12,220	8,162	6,070	8,570
FY 05	4,473	12,757	12,080	7,875	6,547	8,227
FY 04	4,140	14,008	12,262	7,610	7,111	7,126

Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/04
Agriculture	13/10
Insurance	10/07
Conservation	13/02
Economic Development	12/00
Elem & Sec Education	12/02
Higher Education	8/02
Health & Sr. Services	12/02
Transportation	12/07
Labor & Ind Relations	15/06
Mental Health	10/01
Natural Resources	12/08
Public Safety	9/10
Revenue	12/08
Social Services	10/06
Corrections	9/01

Service data based on the following employee totals:

07/01/04 – 52,266
06/30/05 – 51,959
06/30/06 – 50,709
06/30/07 – 50,506
06/30/08 – 50,566

Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

Classification and Pay Systems

Uniform Classification and Pay

The majority of employees in Executive Branch agencies are under the Uniform Classification and Pay (UCP) System. The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board. The UCP System provides for a coordinated classification and compensation policy, which promotes pay equity among participating state departments. A majority of state agencies are already part of the UCP System, or intend to transition to UCP in the future.

Exclusions

Employees in the Departments of Conservation, Elementary and Secondary Education, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol and Water Patrol are not part of the UCP System. Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Uniform Classification and Pay System (UCP)		
Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP [3]

Office of Administration
Department of Corrections
Department of Health and Senior Services
Department of Mental Health
Department of Natural Resources
Department of Social Services
 	
Department of Economic Development
   Housing Development
   Public Counsel
   Tourism
   Workforce Development
 	
Department of Labor and Industrial Relations
   Administration Operations
   Employment Security
   Labor Standards (partially Merit)
Department of Public Safety
   Adjutant General (SEMA)
   Capitol Police
   Veterans' Commission
	Department of Agriculture
	Department of Elementary and Secondary Education [1 and 2]
	Department of Higher Education (Coordinating Board only) [1]
	Department of Insurance, Financial Institutions and Professional Registration
	Department of Revenue
	Department of Economic Development
	   Administrative Services
	   Arts Council
	   Business Development & Trade
	   Community Development
	   Public Service Commission
	   Women's Council
	Department of Labor & Industrial Relations
	   Commission on Human Rights
	   Labor & Industrial Relations Commission
	   Workers Compensation
	Department of Public Safety
	   Adjunct General
	   Fire Safety
	   Gaming Commission
	   Alcohol & Tobacco Control
	   Office of Director
	   MSHP Civilian Employees [1]
	   MSWP Civilian Employees
		Department of Conservation
		Department of Elementary and Secondary Education [2]
		Department of Transportation
		Elected Officials
		Department of Insurance, Financial Institutions and Professional Registration
		   Credit Unions
		   Finance
		
		Department of Public Safety
		   MSHP Uniformed Members
		   MSWP Uniformed Officers
		
		Non-Executive Branch
		   Legislative Branch
		   Judicial Branch
		   State Public Defender
		   State Colleges & Universities

Functions and Services Provided by the Division of Personnel		
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave, Political Activity Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Separation, Suspension, Dismissal for Cause and Appeals MAIRS, EASe, PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Classification and Pay Hours of Work, Overtime, Leave Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal [4] PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal [4] SAM II HR/Payroll Table Maintenance, Reporting and Assistance

[1] The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol Civilian employees are not converted to the UCP System.

[2] Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

[3] Hours of work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

[4] Missouri Revised Statutes 36.390 (7) and (8) provide information of dismissals in non-merit agencies.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2008

Agency and Employee Count		$5000-$19999	$20000-$29999	$30000-$39999	$40000-$49999	$50000-$59999	$60000-$69999	$70000-$79999	$80000-$89999	$90000-$99999	Greater Than $100000
Legislature	541	3	66	298	96	44	18	8	7	1	0
Judiciary	3,120	0	1,433	637	275	312	38	8	7	1	409
Public Defender	545	2	114	79	161	94	78	6	4	3	4
Governor	27	0	3	6	4	5	0	4	0	2	3
Lt. Governor	5	0	0	0	1	1	0	0	3	0	0
Secretary of State	255	0	105	83	34	15	6	6	5	0	1
State Auditor	120	0	5	42	24	17	14	6	7	4	1
State Treasurer	43	0	14	15	4	2	4	1	0	2	1
Attorney General	390	0	103	110	59	45	29	21	7	9	7
Office of Administration	1,889	7	316	497	574	296	136	37	15	9	2
Agriculture	267	1	57	132	45	15	8	3	4	1	1
Insurance	469	0	144	113	53	40	32	46	27	10	4
Conservation	1,525	0	317	519	321	241	84	22	14	5	2
Economic Development	936	0	268	286	195	89	52	25	8	5	8
Elem & Sec Education	901	0	213	201	356	86	31	7	0	4	3
Higher Education	70	0	8	42	10	1	5	2	0	1	1
Health & Senior Services	1,715	0	384	639	417	188	47	23	11	3	3
Transportation	6,207	2	1,085	2,636	1,375	682	234	126	27	29	11
Labor & Industrial Relations	719	0	241	220	131	60	14	4	2	33	14
Mental Health	7,552	552	4,529	1,277	638	319	86	49	30	2	70
Natural Resources	1,586	1	468	493	420	135	35	17	8	7	2
Public Safety	4,644	164	1,728	982	655	472	278	253	92	13	7
Revenue	1,413	1	801	358	121	81	32	9	3	2	5
Social Services	8,033	2	3,930	3,516	430	77	45	20	2	6	5
Corrections	10,807	0	6,735	3,543	413	72	24	8	10	1	1
Employees by Salary Level		735	23,067	16,724	6,812	3,389	1,330	711	293	153	565
% of Employees by Salary Level		1.7%	53.7%	28.9%	15.9%	7.9%	3.1%	1.7%	0.7%	0.4%	1.3%
Cumulative Totals by Salary Level		735	23,802	40,526	47,338	50,727	52,057	52,768	53,061	53,214	53,779
Cumulative % by Salary Level		1.4%	44.3%	75.4%	88.0%	94.3%	96.8%	98.1%	98.7%	98.9%	100.0%

Based on full-time (100% FTE), salaried, permanent employees

Executive Branch Turnover by Agency
(07/01/2007 – 06/30/2008)

Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	1,904	10.1%	5.7%	192	48	60	12	51	21
Agriculture	275	11.7%	5.8%	32	7	9	2	13	1
Insurance	487	19.3%	11.3%	94	38	17	6	22	11
Conservation	1,533	7.4%	4.2%	113	65	0	5	37	6
Economic Development	966	13.4%	8.1%	129	20	58	12	37	2
Elem & Sec Education	1,875	10.3%	6.6%	194	88	35	20	46	5
Higher Education	69	11.7%	10.2%	8	2	5	0	0	1
Health & Senior Services	1,723	15.6%	10.3%	268	41	137	26	52	12
Transportation	6,306	9.1%	4.0%	573	18	233	84	210	28
Labor & Ind. Relations	780	22.3%	9.0%	174	31	39	5	45	54
Mental Health	7,790	25.2%	15.1%	1,961	551	627	466	217	100
Natural Resources	1,627	8.2%	5.0%	133	45	36	4	34	14
Public Safety	4,686	21.2%	12.8%	991	252	346	279	93	21
Revenue	1,426	15.9%	9.2%	226	51	80	16	46	33
Social Services	8,199	17.9%	14.0%	1,464	188	956	93	201	26
Corrections	10,865	12.5%	8.7%	1,353	80	865	129	247	32
TOTALS	50,506	15.7%	10.0%	7,905	1,525	3,503	1,159	1,351	367
Percent Turnover by Reason					3.0%	6.9%	2.3%	2.7%	0.7%

(*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.
(**) "Resigned State" indicates the employee resigned from state government entirely.
These two columns represent "voluntary" turnover for the state.

"Other" indicates such separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2007 through June 30, 2008.
Data was counted for full-time (>=50%FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

Retirements

Employees Eligible for Retirement by Agency and Year

Source: Missouri State Employees Retirement System (MOSERS) and MoDOT (Transportation) and Patrol Employees Retirement System (MPERS)

Agency	Year Eligible for Retirement					Grand Total	% of Total
	2008*	2009	2010	2011	2012		
Corrections	782	301	330	365	361	2,139	3.8%
Social Services	712	268	234	262	281	1,757	3.1%
Revenue	144	53	65	57	63	382	0.7%
Public Safety	175	62	77	87	102	503	0.9%
Natural Resources	208	60	72	66	63	469	0.8%
Mental Health	677	253	280	290	308	1,808	3.2%
Labor and Industrial Relations	166	39	29	30	22	286	0.5%
Health and Senior Services	185	66	79	74	89	493	0.9%
Higher Education	1	1	2	1	1	6	0.0%
Elementary and Secondary Education	246	67	78	82	86	559	1.0%
Economic Development	165	48	33	41	50	337	0.6%
Conservation	191	55	52	54	51	403	0.7%
Insurance	44	16	16	14	22	112	0.2%
Agriculture	44	8	13	8	14	87	0.2%
Office of Administration	254	71	82	90	88	585	1.0%
Attorney General	14	8	8	9	10	49	0.1%
State Treasurer	3	0	0	2	2	7	0.0%
State Auditor	11	3	2	1	6	23	0.0%
Secretary of State	21	7	7	11	8	54	0.1%
Lt. Governor	0	0	0	0	0	0	0.0%
Governor	2	1	1	0	0	4	0.0%
Public Defender	22	14	10	19	19	84	0.2%
Judiciary	313	105	93	99	106	716	1.3%
Legislature	69	23	16	18	19	145	0.3%
MOSERS Total	4,449	1,529	1,579	1,680	1,771	11,008	19.7%
MPERS Total	744	262	240	282	332	1,860	3.3%
Grand Total	5,193	1,791	1,819	1,962	2,103	12,868	23.0%

*Data includes active employees eligible to retire on June 30, 2008. Several of these employees were previously eligible to retire.

Labor Relations

Approximately 24,125 state employees (43% of the workforce) are represented by various labor organizations

At the end of FY08, approximately 24,125 state employees (43.1% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

Distribution of Union Representation and Membership

Labor Organization*	Bargaining Unit	Total Represented Employees	Number of Members % of Total Represented Employees	Number of Non-Members % of Total Represented Employees
AFSCME	Patient Care Support	4,650	874 (19%)	3,776 (81%)
AFSCME	Craft and Maintenance	2,438	214 (09%)	2,224 (91%)
SEIU	Probation and Parole	1,230	231 (19%)	999 (81%)
SEIU	Patient Care Professional	1,116	55 (05%)	1,061 (95%)
CWA	Social Services	6,298	1,036 (16%)	5,262 (84%)
CWA	Health & Senior Services	462	38 (08%)	424 (92%)
MOCOA	Corrections Officers	5,311	2,527 (48%)	2,784 (52%)
MONA	Mental Health/ Registered Nurses	362	49 (14%)	313 (86%)
IAFF	Firefighters (Adjutant General)	21	15 (71%)	6 (29%)
IUOE	Transportation	1,933	47 (02%)	1,886 (98%)
MFT	Elementary & Secondary Education	304	6 (02%)	298 (98%)
	TOTAL	24,125	5,092 (21%)	19,033 (79%)

* Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72 (AFL-CIO affiliated)

SEIU: Service Employees International Union, Local 2000

CWA: Communication Workers of America, Local 6355 (AFL-CIO affiliated)

MOCOA: Missouri Corrections Officers Association

MONA: Missouri Nurses Association (AFL-CIO affiliated)

IAFF: International Association of Firefighters (AFL-CIO affiliated)

IUOE: International Union of Operating Engineers (AFL-CIO affiliated)

MFT: Missouri Federation of Teachers (AFL-CIO affiliated)

Professional Development

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR20-6.010) establishes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutions of higher learning). The Rule affirms that the professional development of supervisors and managers is of paramount importance to the continuous improvement of individuals and agencies in state government. The Rule requires a new supervisor or manager to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter at least 16 hours of continuing competency-based training each year. The Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

Throughout FY08, the Division of Personnel offered managerial and supervisory training programs; each centered on the development of one or two specific leadership competencies. In total, approximately 140 workshops consisting of both new and existing programs were offered to managers and supervisors using best practice leadership development strategies from training partners such as FranklinCovey, Center for Leadership Studies, Achieve Global, Development Dimensions International (DDI), the University of Missouri, other local colleges and Division of Personnel staff.

The Division of Personnel also sponsors state membership to the **Institute for Management Studies (IMS).** IMS is an international not-for-profit educational and professional development organization offering specialized training programs each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer state executives, managers and supervisors the opportunity to participate and interchange with their professional counterparts in the private sector.

Highlights

During FY08, the Division of Personnel's training unit continued to provide training on the new online employee appraisal process, PERforM; obtain certifications to present new leadership programs from FranklinCovey and others; and provide customized training programs in response to specific agency requests. Additionally, the Division continued to reach large numbers of state supervisors and managers via "Special Invitation Leadership Seminars" on managerial topics that allow increased networking opportunities for agency leaders. FY08 also marked the initial development phase of the state's first Certified Public Manager program. Working in partnership with Missouri State University, the first group of CPM graduates is expected in December 2009.

To compliment its training programs, the Division of Personnel continues to publish an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them. *Solutions* is published quarterly in PDF format at www.training.oa.mo.gov/Solutions.pdf

The Division of Personnel offered **140** training programs in FY08 attended by **3,587** supervisors and managers

The Division of Personnel offers nearly **50** distinct training programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit **www.training.oa.mo.gov**

Agency Training Reports

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. The following information reflects data received from Executive Branch agencies that responded to our request. It should be noted that all state agencies, regardless of their inclusion in this report provide training for managers and supervisors (and employees in general) throughout the year.

Corrections

During FY08, 76% of all supervisors attended at least 16 hours of training and approximately 78% completed the 40 hour requirement for new supervisors. During FY09, the agency will continue its supervisory training of new and tenured staff as well as delivering a two day PERforM session to all Division of Adult Institutions' supervisors. Additionally the agency is implementing a mentoring program for new staff; a Sergeants Leadership Training program for new COIIs; Management Development for the Future for upper level management; and, possibly, an internal e-learning system for all supervisors.

Economic Development

In FY08, the Division of Workforce Development (DWD) utilized webinars in initiating new programs/services offered by Career Centers throughout the State and developing a webinar for new employee orientation to include Preventing Sexual Harassment and Diversity modules within the first week of employment. The department will also be working with the Office of Supplier and Workforce Diversity to provide diversity training to DED staff. For the future, DED is interested in implementing more e-learning, thus reducing travel expense.

Public Service Commission (Economic Development)

During FY08, the PSC provided staff with training opportunities at minimal cost that satisfied the Training Rule while providing CLE, CEU, and CPE credits. The division also provided 30 utility specific training sessions through webinars and audio conferences. New employees are required to take Preventing Sexual Harassment and Diversity training on their first day of employment. All employees are required to take biennial Preventing Sexual Harassment and Diversity training. Managers and supervisors are expected to attend an annual HR Update while employees attend a similar Employee Update session. The Adjudication Division provides training to staff attorneys and each month conducts Subject Expert of the Month training for interested staff. In total, 90% of managers and 85% of supervisors were compliant with the Training Rule. Those with less than one year are on track to complete their 40 hours by their 12-month anniversary date.

Health and Senior Services

During FY08, the agency offered 102 training courses attended by 2,476 participants. Topics included: PERforM, Institute of Management Excellence, Customer Service, Moving from Conflict to Collaboration, Influencing for Win-Win Outcomes, and CPR. Monthly New Employee Orientation programs were also held. The supervisor/manager policy for training requirements was updated. Additionally, e-learning developed by the department included: Continuity of Operations, Measuring Customer Satisfaction, Sexual Harassment Prevention, and Small Business Regulatory Fairness. These courses have been accessed more than 2,500 times by DHSS employees. In FY09 training will focus on continued development of more e-learning courses.

Higher Education

During FY08, 100% of supervisors and managers were compliant with the Management Training Rule – completing an average of 40 hours of training. In total, staff reported attending more than 1,135 hours of training to include PERforM. Additionally, the agency provided a variety of in-house training programs to include: Workplace Violence Prevention, Traffic Safety, Identity Theft, Cultural Diversity, Preventing Sexual Harassment, Pandemic Flu, CPR and First Aid, and Customer Service. In FY09, training will remain on Safety and Customer Service, and include additional personal training.

Insurance, Financial Institutions and Professional Registration

In FY08, 82% of managers and supervisors were compliant with the Training Rule. In FY09, Credit Unions will focus training initiatives on enhancing examination skills and studies for current financial pitfalls/trends. Finance will coordinate and provide an Annual Spring Conference to include staff training. Professional Registration intends to bring on-site training opportunities to managers/supervisors to assist in elevating compliance. Insurance will continue to encourage on-line web-based training. In addition, the agency will encourage new and tenured staff to participate in Missouri's new Certified Public Manager program.

Labor and Industrial Relations

In FY08, 74% of managers and supervisors were compliant with the Training Rule. The training unit focused its efforts on PERforM and was not able to provide supervisory training for a significant portion of the year. Supervisory training programs have since been rejuvenated and the agency is on target to improve their training numbers. In April 2008, the agency implemented e-learning for supervisors and managers working outside of Jefferson City and is receiving positive feedback.

Mental Health

During FY08, DMH focused training initiatives on a comprehensive training program that concentrated on core competencies for leaders, managers, supervisors, clinical services and direct care staff, administrative support, and others. The department implemented an e-learning system focused on safety programs to enable staff participation while limiting time away from work. To date, 5,597 electronic training accounts have been established and 13 department-wide, 7 division-wide, and 152 facility specific programs have been established. During FY09, the department will continue to expand the number and type of training courses offered.

Agency Training Reports

Natural Resources

Learning opportunities consistent with the Training Rule are available through the department. Other specialty training as outlined by state statutes or department guidelines along with classes offered through the Office of Administration provide required training not available within the department. The department is in the second year of its Succession Planning Leadership Program providing specific developmental opportunities to the 111 participants enrolled in the program. The FY09 training initiative is the development of an effective Succession Planning Program for Administrative Support positions to prepare current and future Administrative Specialists for their responsibilities.

Office of Administration

Training functions within the Office of Administration are arranged and coordinated at the division level. Some training is provided through the Division of Personnel and the Division of Information Technology Services (MOTEC). Other training is done through outside vendors and, on a limited basis, internally. As an example, the Division of Accounting encourages employees to obtain CPE credits at low costs. Many attend AGA training programs. The Information Technology Services Division has two specific training initiatives: (1) a Mid-management Institute, featuring courses in planning, measurement, human resources, and budgeting designed specifically for IT leaders and aspiring IT leaders; and (2) Missouri Project Management Certification training, designed to incorporate the best practices of project management with the unique structure of Missouri State Government. The program's long tradition in IT has earned Missouri the honor of being named one of the world's top 25 organizations using project management from the Project Management Institute.

Revenue

During FY08, 98% of managers and supervisors were compliant with the 16-hour component of the Training Rule; 46% of first year managers and supervisors completed their prescribed 40 hours of training. Personal accountability, responsibility, and mastery were the overarching training themes. Courses presented in FY08 included in part: Communication and Conflict; Identifying, Preventing, and Treating Burnout; Management Principles: Supervisory Roles and Delegation; and Change Management. A comprehensive curriculum for new supervisors included: Diversity, Effective Meetings, FMLA, Interviewing and Hiring, Effective Feedback, Problem Behaviors, Preventing Sexual Harassment, and Staying Legal. For FY09, the department will focus on Diversity and Preventing Sexual Harassment training for all DOR staff; create and deliver live webinars to supervisors who work outside of Jefferson City; and institute a new process to ensure all new supervisors meet the 40-hour Management Training Rule.

Lottery (Revenue)

During FY08, 100% of managers and supervisors were compliant with the Training Rule. Employee development initiatives included an All-Employee Conference in October 08 and implementation of "7 Habits of Highly Effective Managers." Training for new employees included: Achieving Extraordinary Customer Relations, Diversity, Workplace Harassment, Computer Security Awareness and an orientation program for new sales representatives. Additional training initiatives included FMLA and Ethics training, and a leadership development program.

Social Services

In FY08, the agency achieved 98% compliance with the 40-hour Training Rule requirement and 92% compliance with the 16-hour requirement. Agency trainers filled approximately 38,000 training seats, providing training in over 72 staff development subject areas. Civil Rights and Diversity training were provided to new and existing staff. Statewide training initiatives also included: Why Attendance Matters; Workplace Safety; Emergency Preparedness, and Coaching. Work began on identifying succession planning needs and creating an accelerated Leadership Development Program. The department also launched a process to place Administrative Policy updates on the Employee Learning Center as a required curriculum for on-line completion by employees. In FY09, training will focus on Leadership Development, Coaching, and Customer Service.

Transportation

In FY08, 80% of supervisors and managers were compliant with the Training Rule. The agency will continue to provide training for all levels of the agency using a blend of in-house and vender provided instruction. Professional development will continue with a 40-hour new supervisor curriculum, a 96-hour mid-management curriculum, and various technical, technology, and safety training programs. The agency continues to provide and track training via a web-based Learning Management System. Current efforts will improve the agency's ability to identify leaders through the Accelerated Leadership Development Program. The agency prepares crew leaders for future supervisory responsibilities with a 40-hour pre-supervisor curriculum.

Employee Recognition Programs

The Division of Personnel proudly sponsors and coordinates four distinct programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

MoRE
State Employee Suggestion Program

The Missouri Relies on Everyone (MoRE) State Employee Suggestion Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online tracking system initiated by the Division of Personnel allows decentralization of the review and award process of employee suggestions to each state agency. During FY08, 253 suggestions were submitted to state agencies for review. In total, 9 suggestions were implemented. Seven suggestions received monetary awards totaling $525.00. Other suggestions received Certificates of Recognition.

THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams. As part of a continuous process to improve government efficiencies, the GAQP recognizes winning teams from five major categories: Customer Service, Efficiency, Innovation, Process Improvement, and Technology in Government. The goal: to establish clear winners that can serve as a statewide model of efficiency, quality, and effectiveness. A selection committee comprised of state executives evaluates each nomination and selects one winning team for each of the five categories. The committee then recommends their choices for winning teams to the Governor's Office for final approval. In FY08, a recognition ceremony for GAQP winners was held in the Ballroom of the Governor Office Building where Governor Matt Blunt presented awards to winning agencies and team members.

STATE EMPLOYEE OF THE MONTH

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. All departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration.

Nominations are voted upon by a selection committee comprised of members of the **State Training Advisory Council** (STAC). Each State Employee of the Month is typically honored during a ceremony held in the Governor's Office where he or she is presented with an engraved plaque in recognition of their extraordinary service.

STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated during the week of May 5 - 9, 2008. The week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle designed to inform the public about the broad variety of services provided by state government employees. In conjunction with this week, a special Employee Recognition Day event held on May 2 at the Truman State Office Building was attended by approximately 3,500 state employees. Sixty vendors comprised of state agencies, the Jefferson City Area Chamber of Commerce and other Chamber members participated. During this event, selected state employees were also recognized for their local, state, national, or international achievement and valor.

Photos from top to bottom include:
Governor Blunt recognizing Thomas DeLeon as November State Employee of the Month
Rochelle Stout, DSS, singing "God Bless America" and the DOC Color Guard at State Employee Recognition Day (SERD)
Employees gathering for SERD activities in the Truman Building
Governor Blunt speaking at the Governor's Award for Quality and Productivity (GAQP) ceremony
GAQP winners at the Governor's Mansion